

UNITED STATES INTELLIGENCE BOARD
HUMAN SOURCES COMMITTEE

OFFICE OF THE CHAIRMAN


HSC-C-117

7 February 1975

MEMORANDUM FOR THE HUMAN SOURCES COMMITTEE

SUBJECT: FOCUS Procedures

The FOCUS Procedures paper attached is a slightly revised version of that considered by the Committee at its last meeting. These Procedures and related FOCUS matters will be briefly discussed at our 12 February meeting.


Executive Secretary

Attachment:
FOCUS Procedures

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FOCUS PROCEDURES

1. Purpose. The FOCUS Project is sponsored by the Human Sources Committee (HSC) of USIB. It is one response to guidance from the Director of Central Intelligence that a "greater human source contribution to national intelligence from all elements of the official American foreign affairs community" is needed, and that there is a need to evaluate performance and to feed back guidance to all human source collectors. Project FOCUS involves reporting assessments, letters from the DCI to appropriate Ambassadors, and other related follow-on activity.

2. Planning. As part of its annual Action Plan, the HSC will develop a list of countries to be assessed during the coming six months. This list will reflect recommendations from the NIO staff as well as from Member Agencies of the Human Sources Committee. The proposed list will be made available to the National Security Council Intelligence Committee Working Group for review and modification as appropriate. The FOCUS schedule will be amended as international developments and changing US foreign policy concerns warrant. Collection managers and overseas missions may be advised of proposed FOCUS assessments as determined by Member Agencies of the HSC.

3. FOCUS Assessment Seminars. The HSC shall ask appropriate members of the NIO staff to chair FOCUS assessment seminars. The NIO, or his designate, assisted and supported by the HSC staff, shall organize and conduct the seminars. During these half-day seminars, analysts from concerned Departments and Agencies will discuss the adequacy, appropriateness, timeliness and utility of State, Defense, CIA, and other reporting from a given Embassy (or regarding a particular problem). The adequacy of Embassy reporting will be considered in the context of available reporting from all posts and from all sources. To facilitate the FOCUS discussions, an agenda listing substantive topics or areas of concerns will be distributed in advance to invited participants. The agenda will reflect information needs related to the KIQs, CNTDIOs, and to other national intelligence concerns.

4. Assessment Report. The NIO (or his designate) who chaired the seminar is responsible for preparing the assessment report. The NIO is encouraged to seek comment and counsel regarding the draft report from some or all seminar participants.

The report forwarded to Chairman, HSC, should specify the extent of formal or informal coordination. When possible, the report should reflect a consensus evaluation of mission reporting; important differences in viewpoint should be noted.

5. Collection Managers. The Secretariat of the HSC will forward the FOCUS assessment report to Committee Members who are responsible for disseminating and staffing the report within their respective Agencies. They are expected to provide the report to appropriate human source collection managers within their Agencies. These managers are asked to consider the strengths and weaknesses of reporting identified in the assessment as these pertain to the past activities of their collection elements, the adequacy of intelligence guidance, the particular collection environment involved, and the steps taken to improve future reporting. The Washington collection managers are asked to respond in writing via their HSC Member to the Chairman, HSC, commenting on the assessment, outlining follow-up activities designed to improve the collection/reporting situation, and providing appropriate recommendations. These papers will be considered during the preparation of the proposed letter to the Ambassador from the DCI.

6. Director's Letters to Ambassadors. The Chairman, HSC is responsible for the preparation of a draft letter to the Ambassador from the Director. The letter will emphasize the importance of Embassy reporting to the US foreign intelligence program and will attach, summarize, extract, or otherwise refer to the FOCUS assessment report. Actions taken in Washington and suggestions for consideration by the Ambassador aimed at improving Embassy reporting will be mentioned. The Chairman, in preparing his draft, will consult with the appropriate NIO, the HSC Executive Secretary, and with various HSC Members, as appropriate. The Chairman's draft will be forwarded to the D/DCI/IC for final staffing prior to signature by the DCI. It will be accompanied by the assessment report and by the written comments from Member Agencies, if requested or otherwise indicated. A copy of papers forwarded to the D/DCI/IC will be provided to the NIO concerned as well as to HSC Members. The signed DCI letter will be provided by the D/DCI/IC to the NIO and to the Human Sources Committee for information and follow-on action, as appropriate.